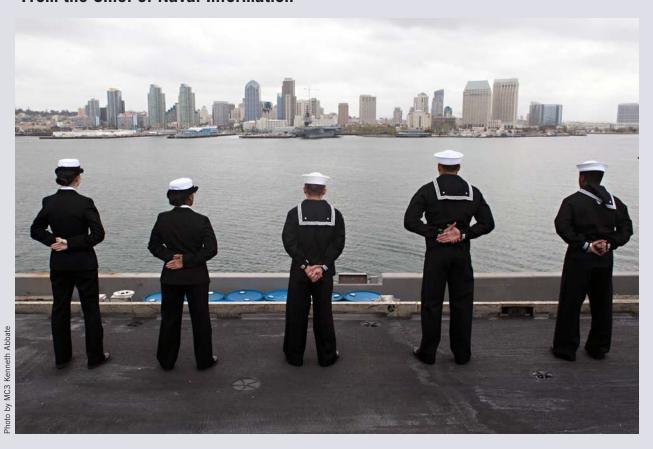


From the Chief of Naval Information



"A few years ago, you could have said to yourself that you're not going to participate... Well, I'm here to tell you that we're at the stage now that we are participating. How much you participate is now the question. I strongly encourage you to participate as much as possible."

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ON THE COVER — The son of EM1 Randall White, assigned to USS Carl Vinson (CVN 70), waves to his father's ship as it transits San Diego Bay after departing Naval Air Station North Island on a scheduled deployment to the western Pacific region.

Photo by MC2 Trevor Welsh



Social Media Overview

Definition of Social Media

Social media describes the different means by which people, enabled by digital communication technologies, connect with one another to share information and engage in conversations on topics of mutual interest. Social media is an umbrella term describing a variety of communication mediums and platforms including social networks, blogs, mobile applications, and others. The way people get information has changed and the desire to have real conversations with individuals, organizations, and government entities has increased. This presents a tremendous opportunity for all commands to more effectively communicate with sailors, Navy families, and the public.

Department of Defense Policy

Department of Defense Instruction (DODI) 8550.01, released 11 SEP 2012, encourages the use of social media and provides guidelines for military use of social media. The instruction acknowledges that Internet-based capabilities are integral to operations across the Department of Defense. It also established a requirement that the NIPRNET shall be configured to provide access to Internet-based capabilities across all DoD Components.

Department of the Navy Policy

The Navy issued two ALNAV official guidance documents— ALNAV 056/10 and ALNAV 057/10— to establish official guidelines for the official and unofficial (personal) use of social media. DTM 09-026 identifies social media as primarily a public affairs function; therefore, all Navy Public Affairs Regulations and other Public Affairs guidelines also apply.



Social Media and Your Command

Social media is one of the primary modes of communication for Americans. As of 2011:

- Over 65 percent of Americans use social networking sites (*Wired PR Works*)
- Each week on Facebook, more than 3.5 billion pieces of content are shared (*HubSpot*)
- 1 in 4 Americans watch a YouTube video daily (*The Growth of Social Media in 2011 Infographic*)
- There are 245 million Internet users in the U.S. According to Nielsen, social media sites and blogs reach 80 percent of all active U.S. internet users (*PR Week*)

Many of these trends point to a larger phenomenon. Individuals are changing their preferences for how, when, and where they consume information and connect with organizations. An ever-widening demographic of individuals is using social media sites to find and share content. They also prefer content presented in more social formats (including small, manageable, and re-sharable chunks).

As a leader in today's Navy, it is vital to understand these trends and incorporate social media into your command's communication strategy in order to more effectively communicate when, where, and how your audience prefers to connect. Social media can provide a more direct and meaningful way of sharing authoritative information about your command while also expanding your reach by empowering both your internal and external stakeholders to re-share information with their own individual online networks (e.g., friends, family, and regional connections).



Benefits of communicating with your audiences using social media:

- **Efficient:** Leveraging social media allows you to publish once and reach many. Share key information and messages and instantly reach a worldwide audience.
- **Direct:** We no longer rely solely on media to tell the Navy's story. Social media enables Navy leaders to augment or amplify traditional news media efforts.
- Responsive: Most social media channels encourage users to provide feedback, share opinions, or comment on information, yielding rich insights for communications planning and decision making.
- Transparent: Engaging directly on an open, social platform builds a relationship between your command and the public. By listening, sharing and engaging with others online, social media provides a unique opportunity to build trust with your audience and present authoritative information about your command.

As the command leadership team, you should incorporate social media into your command communications strategy in order to most effectively tell your command's story and engage with your command's audience where they have a pre-existing presence online presence. In addition, it is important to educate your sailors on safe and effective social media use in order to promote morale and readiness as well as avoid OPSEC violations or other risks that could compromise your mission or your sailors' reputations.

Guidelines for Sailors and Navy Personnel

The Navy encourages service members to share their stories of service online with the American people. The Navy also encourages personnel to use social media to stay connected to loved ones. With the increased quantity and visibility of online information, it is all the more important to educate sailors and personnel about how to maintain integrity and security online.

Communicating Expectations

Command leaders should communicate expectations about online interactions with sailors and personnel regularly. Leaders should encourage personnel to:

- Identify themselves with by rank and/or position when commenting about Navy matters online and add a disclaimer that the opinions shared are their own and do not represent the command or Navy's viewpoints;
- Uphold copyright and trademark laws in online posts unless one has written permission to violate from the copyright or trademark holder;
- Replace error with fact, and always try to avoid getting into an online argument; and
- Admit mistakes and correct them immediately (make a note when information has been updated or edited so not to lose credibility with other community members).

Upholding Operations Security

Operations security (OPSEC) should be maintained online just as it is offline. OPSC violations commonly occur when personnel share information with people they do not know well or are unaware of loose privacy settings. Focus on communicating these four key tips with sailors and personnel to avoid OPSEC violations at your command.

- 1. Protect your families by limiting the amount and type of information you post about family members such as names, addresses, local towns or, schools.
- 2. Understand each of your social network's security settings so you can make informed decisions about who is and is not able to view your information and/or photos.
- 3. Keep classified and sensitive information safe by not discussing critical information such as ship movements, deployments, personnel rosters, and weapons information.
- 4. If you hesitate when deciding whether you should share information, DON'T post it online!

Photo by 102 Kyle P. Malloy

If you or another person identifies a potential OPSEC breech, document and remove it as soon as possible. Many times, OPSEC breeches are a result of error or ignorance, so it's important to communicate with the individual who posted the information to inform him/her of the violation. Work with your public affairs officer and ombudsman to further communicate OPSEC guidelines with sailors and their families.

OPSEC Checklist

Take the following steps to avoid OPSEC breeches at your command.

- Identify personnel authorized to post content to social media sites and ensure they are the only individuals with access to those sites.
- Establish local procedures to ensure that all information posted on social media is releasable.
- Ensure all information posted is in accordance with local public affairs guidance and Navy Public Affairs Regulations.
- Monitor your command's social media sites for posts that violate OPSEC and if there is a violation, document it; remove the information.
- Conduct periodic training with sailors and families on appropriate versus inappropriate social media behavior.

Other Known Social Media Risks

- Impersonations
- Accidental geo-tagging (of images or posts)
- Non-secure privacy settings
- Posting sensitive personal, operational or geographic information

The key to mitigating these and other risks is educating sailors and personnel.

Leadership Standards While Online



Social media is practically void of organizational hierarchy, which can present new ethical issues for leadership conduct. In most cases, ethical issues can be managed using the same ethical guidance that has traditionally guided Navy leadership.

Frequently Asked Questions

Should I friend or follow those in my command?

This depends on how you are using social media. If your social media presence exists solely to engage with people on a professional basis, then connecting directly with one or your sailors is not an issue. However, if you use a social media site to actively communicate with your close friends and family, then connecting directly with a sailor who works for you should be a very thoughtful decision. It is up to you to lead by example and ensure that the relationship remains professional and that deference to your rank and position is respected online as it is offline.

Is there a different code of conduct online?

When it comes to your position as a leader of your command, your online conduct should be no different than your conduct offline. You should also hold your sailors and personnel to the same standard.

Does friending, following or, linking equal endorsement?

Linking to, "liking," or following another organization on social media does not constitute endorsement. For example, liking a newspaper's page on Facebook does not constitute endorsement, just as having a subscription to that paper would not constitute endorsement of that organization. However, posting content (including re-tweeting on Twitter) about a business, organization, media, or charity could be viewed as endorsement if there is no direct tie to your command.

Can I promote myself?

Using your rank, job, and/or responsibilities as a means of promoting yourself for personal benefit is not appropriate and can tarnish your reputation and that of your command and the Navy.

Can I take payment for writing blogs?

It is against Navy Ethics regulations to accept compensation for blog posts. Treat all requests from non-government blogs as a media request and coordinate with your PAO or the next PAO in your chain of command for talking points and assistance in drafting your response.

Can I express my political opinion?

DoD and Navy policy as well as the ethical requirements state that Navy personnel acting in their official capacity may not "associate DoD with any partisan political campaign or election, candidate, cause or issue" (SECNAVINST 5720.44B). As a service member, you are permitted to express your political views within certain guidelines stated in the DoD Directive 1344.10, Title 10 of U.S. Code, Sec. 888. Art. 88, and SECNAVINST 5720.44B. Keep in mind that because of your leadership position, what you say and do online may be more visible and taken more seriously than that of your personnel, even about issues that you do not intend to reflect upon your command or the Navy.

Guidelines for Command Social Media Sites

The Navy Office of Information (CHINFO) has established guidelines for Navy commands to follow, in accordance with DoD and Navy policy, in order to establish compliant and effective social media sites.

Setting Communication Objectives

Your social media sites should be an integral part of your command's communications strategy. Before launching a social media site for your command, consider what you want to accomplish. What are your communication objectives and how do they move your command closer to achieving its mission?

You should also consider your command's **priority audiences**. Do you **most** want to communicate with sailors in your command, command leadership, family members, the local community, a broader DoD audience, Congress, the American public, or another group altogether?

Examples of measurable communications objectives with priority audiences identified:

- Inform our command's sailors and family members of command news, announcements and accomplishments, to promote readiness of the command.
- **Engage** in a dialogue with the local community including Navy family members where our command is based, in order to build awareness and understanding about the Navy in the area.
- Achieve greater awareness and support for our command's mission among the DoD community and Congress to ensure future funding.

Communicate with Families

For many commands, communicating with families will be a priority. Many Navy ombudsman and family readiness groups are also using social media to communicate with families. Command spouses and your ombudsman are an essential part of the

command leadership team. As such, they should be part of your communications strategy.

Reach to these family resources when developing your communications strategy to determine how you can best work together on social media.

Some commands provide their ombudsman with administrative rights to their social media accounts. Others manage online presences in tandem and cross-promote content as appropriate. Others still use their main command page to communicate with family members and welcome discussion from families on their site. Whichever approach your command chooses, actively engaging with family members on social media will demonstrate a willingness to listen to families and amplify your leadership messaging across multiple communities.



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Content and Multimedia Strategy

Once you have set goals and target audiences for your social media outreach and who you want to communicate with, you must determine what your command should say. Content can include text, imagery, video, posters, and other forms of multimedia. The content your command produces and distributes sets the tone of your communication strategy and can determine the ultimate success of your efforts. Is your content relevant to your primary audiences? Will your primary audiences find it interesting? Will this content cause your primary audiences to take a desired action? These are the key questions your command needs to ask before determining how and where it will share its content.

Selecting and Managing Platforms

Depending on the type of content you have and want to share, different social media platforms may be more or less appropriate for your command. Flickr may be a good place to share command photos. YouTube may be a great place to host and share command videos. But you need to determine the best platform(s) for your command based on your communication objectives, audience preferences, and content available.

The key is to determine the best social media platform(s) based on where your primary audiences are already active online. You can find out this by asking them via formal and informal channels. Often times, you can also determine where your primary audiences are online by conducting web searches on sites like Google, Facebook, Twitter, and others. Once you have a good sense of where your primary audiences are active online, then you can make an informed decision about which platforms are right to achieve your command's communications objectives.

Establish a Single Command Presence

There can be a tendency to create individual social media sites for each unit or office within a command. While this decision is ultimately up to command leadership, we discourage the creation of multiple social media sites on the same

platform (e.g., Facebook). The leadership team is encouraged to have one voice for communicating with key audiences. Creating multiple Facebook pages for different units within a command can create confusion among personnel and command family members trying obtain information. It can also splinter your audience and hinder the important "network effect" that is part of the value-add of social media efforts.

Register Command Social Media Sites

DODI 8550.01 requires that all social media sites used in an official capacity be registered with the Department of Defense (DoD). CHINFO submits these sites to DoD based on the Navy's Social Media Directory. All official Navy social media sites must be registered with the Navy Social Media Directory located at www.navy.mil/socialmedia. Before submitting a site to be registered, you must ensure your site meets all requirements for an official command social media presence (checklist below and also available here: www.navy.mil/media/smrChecklist.pdf)

OFFICIAL COMMAND SOCIAL MEDIA PRESENCE REQUIREMENTS:

- Have the commanding officer or public affairs officer approval
- Have a valid .mil email address
- Link to an official DON website URL
- Include Include endorsement disclaimer text
- If the site allows comments, include a user agreement establishing criteria for posts
- Clearly identify the site as "official"
- Be unlocked and open to the public
- Be labeled as "organization-government page" on Facebook



Develop a Plan for Managing Sites

The plan to manage command social media sites should be coordinated with command leadership, public affairs, and other personnel who may be generating or publishing content to the site. The management plan should be led by a command spokesperson and should include the following elements:

- **Site administrators:** Who has access to administer the page? Grant permission to multiple administrators to ensure there is no single point of failure.
- Objectives for the site: What do you hope to accomplish by communicating on this site?
- Target audience/s: Who are you trying to reach?

- Type and frequency of content to be posted: Will you share news stories, images, original content, or information about local events? What's important and interesting to your target audience? See a sample content plan in the Appendix.
- Comment policy: Why will posts be removed?
 Will comments be moderated or automatically published? See the Navy's Facebook comment policy as an example at Facebook.com/USNavy under the "info" tab.
- Monitoring policy: How often will you monitor the page for comments? Will you respond and engage in a dialogue with your community members?
- **Transition plan:** When personnel change over, how will you transfer administrative rights and the plan over to new personnel?

Abide by Records-Keeping Policy

All federal public websites must comply with existing laws and regulations related to the management of public web records, including the *NARA guidance* related to *Web records* issued on December 17, 2005. Organizations should review existing laws and regulations, and other guidance, to ensure their public websites are in compliance:

- Code of Federal Regulations (CFR), Parts 1220-1238
- E-Gov Act of 2002, Section 207(e), "Public Access to Electronic Information"
- End-of-Administration Web Snapshot
- National Archives and Records Administration Web Harvest Background Information
- Federal Agency Records Officers, by Agency
- NARA Guidance for Implementing Section 207(e) of the E-Gov Act pf 2002
- NARA Guidance on Managing Web Records (January 2005)
- NARA Guidance on Managing Records in Web 2.0/Social Media Platforms (October 2010)
- Implications of Recent Web Technologies for NARA Web Guidance

Ensure Information is Releasable

According to the DTM, official use of social media is a public affairs function. Any command use of social media must remain in compliance with Navy public affairs policy. Any content posted to an official social media presence must either be already in public domain or approved for release by the commanding officer, public affairs officer, or other personnel with release authority on behalf of the command. Commands are ultimately responsible for official content posted on their social media sites as well as those sites run by other parts of their command.

Contractors may help manage a social media presence, but they cannot serve as a spokesperson for the Navy. Also, to the maximum extent possible, any content released by the command must also be present, in some form, on the command website.

Prepare for and Respond to Crisis Situations

Due to the speed, reach, and direct nature of social media, these channels have proven to be effective for use in crisis situations. In recent crises, social media has facilitated the distribution of command information to key audiences and media while providing a means for dialogue among the affected and interested groups. You can't surge trust following a crisis, so the best course of action is to consistently engage your social media community before a crisis occurs. Use this checklist to prepare and respond to a crisis using social media before, during, and after a crisis occurs.

BEFORE

- Establish a command presence on relevant social media platforms
- Plan and train multiple people at your command to communicate on your social media platforms during a crisis
- Identify keywords that may be used when communicating about your command in a potential crisis (e.g., crash, collision, evacuation, humanitarian assistance)
- Identify key audiences such as sailors, family members, local citizens, media, etc.
- Post regular, relevant content to your command's social media sites to alert key audiences that your page is an authoritative and consistent resource of information about your command
- Establish a list of alternative communication methods such as text messaging, Twitter, and Facebook







DURING

- Use all available communication channels to distribute information to affected audiences
- Communicate relevant and timely information as it is released—even if you only have part of the full story, it is beneficial to the safety and security of others to release in segments rather than waiting until you have the entire story (at which point, it may be too late)
- Listen to what people are saying about the topic by monitoring your social media sites, and answer questions as accurately and quickly as possible
- To identify and correct misinformation, identify other channels to use for distributing information, and to reach audiences you may not be reaching with existing efforts, query relevant keywords on social media and search engines

AFTFR

- Thank community members for their assistance in disseminating information, answering each other's questions and supporting one another through the crisis
- Ask designated communicators for lessons learned and incorporate changes into your crisis plan
- Continue to provide updates and information to audiences to maintain interest in your social media sites

Fall 2012

Appendix

DoD Social Media Policy



Department of Defense INSTRUCTION

NUMBER 8550.01 September 11, 2012

DoD CIO

SUBJECT: DoD Internet Services and Internet-Based Capabilities

References: See Enclosure 1

- 1. <u>PURPOSE</u>. This Instruction, in accordance with the authority in DoD Directive (DoDD) 5144.1 (Reference (a)) and DoD Instruction (DoDI) 5025.01 (Reference (b)) and the requirements of the Office of Management and Budget (OMB) Memorandum M-05-04 (Reference (c)):
- a. Incorporates and cancels Deputy Secretary of Defense (DepSecDef) Memorandum (Reference (d)), and Directive-Type Memorandum (DTM) 09-026 (Reference (e)).
 - b. Establishes policy, assigns responsibilities, and provides instructions for:
- (1) Establishing, operating, and maintaining DoD Internet services on unclassified networks to collect, disseminate, store, and otherwise process unclassified DoD information.
- (2) Use of Internet-based capabilities (IbC) to collect, disseminate, store, and otherwise process unclassified DoD information.

2. APPLICABILITY. This Instruction:

- a. Applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (hereinafter referred to collectively as the "DoD Components").
- b. Applies to DoD Internet services and use of IbC provided by morale, welfare, and recreation (MWR), military exchanges, and lodging programs for use by authorized patrons.
- c. Applies to contractors and other non-DoD entities that are supporting DoD mission-related activities or accessing DoD Internet services or IbC via DoD information systems, to the

www.dtic.mil/whs/directives/corres/pdf/855001p.pdf

Department of the Navy Social Media Policy

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https://www.chinfo.navy.mil/socialmedia/alnav057-10--internet-based_capabilities_guidance-unofficial_internet_posts.pdf https://www.chinfo.navy.mil/socialmedia/alnav056-10--internet-based_capabilities_guidance-official_internet_posts.pdf

Fall 2012

Sample Social Media Content Plan

Navy Social Media Snapshot CHINFO OI-2

Weekend Content Plan: 11/11/11-11/13/11

Facebook:

Day	TimeContent	Notes	POC
11-Nov-11	730 Veteran's Day video	Link to YouTube, call to action	Eklund
11-Nov-11	1015 Veteran's Day poster #3	Share poster, call to action	Eklund
11-Nov-11	1300 Day in the Navy	link to video, crowd source	Faller
11-Nov-11	1600 UNC spirit spot	link to video	Servello
11-Nov-11	1900 Mich. State spirit spot	link to video	Servello
11-Nov-11	2100 Carrier Classic	link to final video (TBD)	Servello
12-Nov-11	1200 Week-in-review	link to YouTube	Eklund
12-Nov-11	1600 JAX/Pensacola air show	link to website, crowd source	Faller
13-Nov-11	930 Video of the week	link to YouTube	Servello
13-Nov-11	1230 Video of the week	link to YouTube	Eklund
13-Nov-11	1900 Pacific Week-in-Review	link to YouTube	Servello

Twitter:

Topics: Month of Military family, unique Naval capabilities, PACIFIC ops, Native-American Sailors, Mustache Movember, giving thanks, warrior care, Veteran's day, QLCC, Navy Medicine live chat, Wounded Warrior hiring conference, sea power, Veteran's Day, Navy football

Facebook:

Date	Time	Content	Notes	AO
10-Mar-12	930	Week-in-Review	Link to YouTube, call to action	Eklund
10-Mar-12	1200	El Centro Air Show	Promo blue angels	Eklund
10-Mar-12	1500	Photos of the Week	re-share imagery, call to action	Eklund
10-Mar-12	1700	Women in Service	link to image, crowd source	Eklund
10-Mar-12	1900	Diving video	Link to YouTube, call to action	Eklund
11-Mar-12	930	CVN deploys	link to image, call to action	Servello
11-Mar-12	1200	Day in the Navy	crowd source, call to action	Eklund
11-Mar-12	1500	Navy Info. Warfare	link to Navy live, call to action	Servello
11-Mar-12	1700	Photos of the Week	re-share imagery, call to action	Eklund
11-Mar-12	1900	PACFLT Week-in-review	link to PACFLT week-in-review	Servello
12-Mar-12	730	Week-in-Review	re-share from YouTube	Servello
12-Mar-12	1130	TDIH: USS Intrepid	link to imagery, historical fact	Miller
12-Mar-12	1500	Navy Word explained	link to imagery, call to action	Miller
12-Mar-12	1700	Operating Forward	link to Navy live, call to action	Eklund
12-Mar-12	1900	Transition Assistance	link to Navy live, call to action	Eklund
13-Mar-12	730	External Clip	link to article, tag relevant organizations	Servello

Best Practice Examples

Overall Command Presences

Chief of Naval Operations Facebook page, Twitter account, and blog communicate his key messages across a variety of platforms. His public affairs team also leverages many other Navy media resources to extend the reach of his messaging such as the @USNavy Twitter account, NavyLive blog, Livestream, and Navy.mil.







Fall 2012

USS CARL VINSON (CVN 70)

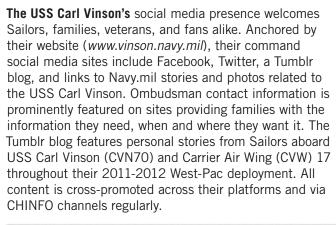
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Specific Content that Works



High intensity videos of real operational activities such as this video footage of Catapult and arrested landing POV footage from USS Enterprise: www.youtube.com/watch?v=IBGAsiONnfk



Personal accounts of real sailors and family members such as this blog post featuring military spouses on the Wheel of Fortune: navylive.dodlive. mil/2012/02/09/wheel-of-fortune-spouses-it-up



Authentic leadership videos or images of leaders in a real setting speaking in a conversational manner such as this video of Secretary of the Navy, Ray Mabus, announcing the next LCS: www.youtube.com/watch?v=2NO4h4GBoWc



Compelling imagery that tells a story and is responsive to fan feedback like this cover photo from the Navy's Facebook page that was a direct result of fans asking to see more submarines on the page.

Additional Resources

For additional resources and links to all policies referenced in this handbook, please visit www.chinfo.navy.mil/socialmedia.

